

A Tale of Two Sectors:  
Practitioner Perspectives on Rehabilitation and  
Working with People with Complex Needs

by

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## Declaration of Originality

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## Statement of Ethical Conduct

The research associated with this thesis abides by the international and Australian codes on human and animal experimentation, the guidelines by the Australian Government's Office of the Gene Technology Regulator and the rulings of the Safety, Ethics and Institutional Biosafety Committees of the University.

Tasmanian Social Science Human Research Ethics Committee Ref. Number: H10919.

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# Statement Regarding Published Work Contained in the Thesis

**Portions of the following publications are referenced and contained in the thesis:**

Graham, H. (2011) 'A Marriage of (In)Convenience? Navigating the Research Relationship between Ethical Regulators and Criminologists Researching Vulnerable Populations' in Bartels, L., & Richards, K. (eds.) (2011) *Qualitative Criminology: Stories from the Field* Federation Press: Sydney.

Graham, H. (2012) 'The Path Forward: Policing, Diversion and Desistance' in Bartkowiak-Théron, I., & Asquith, N., (eds.) (2012) *Policing Vulnerability* Federation Press: Canberra.

Graham, H. (2013a) 'Appreciative Inquiry' in Walter, M. (ed.) *Social Research Methods* (3<sup>rd</sup> ed.) Oxford University Press: South Melbourne.

Graham, H. (2013b) 'Subject to Change: Identity, Culture and Change in the Alcohol and Other Drugs Sector in Tasmania' in Bartkowiak-Théron, I., & Travers, M. (eds.) (2013) *The 6<sup>th</sup> Annual Australian and New Zealand Critical Criminology Conference Proceedings 2012* University of Tasmania: Hobart.

Selected copies of these single-authored, peer reviewed publications are contained in Appendix B of the thesis.

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## Statement of Co-Authorship

Portions of the following published and submitted/in press works are referenced and contained in the thesis:

### **Publication #1 – Published Co-Authored Book**

White, R., & Graham, H. (2010) *Working with Offenders: A Guide to Concepts and Practices* Routledge/Willan Publishing: Cullompton, UK.

The following people and institutions contributed to the publication of work undertaken as part of this thesis:

- Professor Rob White, School of Social Sciences, University of Tasmania (50%)
- Hannah Graham, School of Social Sciences, University of Tasmania (50%)

### **Publication #2 – Submitted/In Press Co-Authored Research Book**

Graham, H., & White, R. (in press, 2014a) *Innovative Justice* Routledge: London.

The following people and institutions contributed to the publication of work undertaken as part of this thesis:

- Hannah Graham, School of Social Sciences, University of Tasmania (50%)
- Professor Rob White, School of Social Sciences, University of Tasmania (50%)

### **Publication #3 – Submitted/In Press Co-Authored Research Book Chapter in an Edited Collection**

Graham, H., & White, R. (in press, 2014b) 'Innovative Justice – According to Whom?' in Lumsden, K., & Winter, A. (eds.) (2014) *Reflexivity in Criminological Research: Experiences with the Powerful and Powerless* Palgrave Macmillan: Basingstoke.

The following people and institutions contributed to the publication of work undertaken as part of this thesis:

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# Abstract

The prevalence of people with complex needs in both the criminal justice sector and the alcohol and other drugs sector is high and rising. This thesis analyses these two sectors in terms of how professional cultures, interagency dynamics and workforce conditions shape the rehabilitative process of working with people with complex needs. Mixed research methods are used in keeping with a strengths-based perspective, including ethnographic observation and interviews with 30 practitioners in Tasmania, Australia. Extant literature on rehabilitation paradigms, theories and models is critically analysed in terms of capacity to understand and support people with complex needs. Practitioner narratives offer evocative insights into the goodwill and passionate commitment, as well as the professional politics involved in the ‘doing’ of rehabilitation. It becomes clear that the two sectors have been changing in ways which affect practitioners’ capacity and capital to support individuals to change. Tensions are observed between relentless change management and workforce development efforts (professionalism “from above”) in both sectors, amid the reality that significant numbers of practitioners are *leaving* the alcohol and other drugs sector, while disproportionate numbers of criminal justice practitioners are *on leave*. A principal concern in this thesis is why and how practitioners navigate complexity and change, and the influence this may have on them and those with whom they work. Concepts from the sociologies of work and the professions and the work of Pierre Bourdieu are used to analyse the field. The findings of the thesis reveal distinct differences between the literature and official accounts of rehabilitation work and the models that practitioners use, and what they *actually* do in practice. ‘Job crafting’ and hybridisation of rehabilitation work is mediated by professional ideologies and values, symbolic capital and the habitus of the helping professions.

Considerable strengths and potential are identified in the Tasmanian field. Practitioners are asked about their hopes for the future, sharing ideas on how positive change and innovation might be realised in the local context. The findings show that, despite workforce changes, much has already been done to understand the drugs-crime nexus and reduce rates of recidivism and relapse. Practitioners in both sectors have extensive ‘professional toolkits’ and practice wisdom in helping individuals to address these problems and reduce risks of their reoccurrence. However, more can be done to build professional and systemic capacity to support recovery and desistance and, in doing so, enable more integrated, coproduced responses. Improving collaborative alliances implicates the need to address inequalities between stakeholders and re-orient the structural ordering of the field. This thesis explores the interface between recovery and desistance, and the implications for theory, policy and practice.

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# Acronyms and Abbreviations

ABI	Acquired Brain Injury
ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory, one of the eight jurisdictions in Australia
ADS	Alcohol and Drug Services, Tasmanian Government Department of Health & Human Services
AI	Appreciative Inquiry
AIC	Australian Institute of Criminology
AIHW	Australian Institute of Health and Welfare
AOD	Alcohol and Other Drugs
ATDC	Alcohol, Tobacco and other Drugs Council of Tasmania
ATOD	Alcohol, Tobacco and Other Drugs
CMD	Court Mandated Diversion, a Tasmanian community-based drug diversion initiative with the Magistrates Court and Community Corrections
CO	Correctional officer (a uniformed prison officer)
CSO	Community sector organisation (also referred to as an NGO)
DHHS	Tasmanian Government Department of Health & Human Services
DoHA	Australian Government Department of Health & Ageing
DPM	Department of Psychiatric Medicine (hospital-based psychiatric ward)
EBP	Evidence-Based Practice
GFC	Global financial crisis
GLM	The Good Lives Model of offender rehabilitation
GP	General medical practitioner or doctor
HREC	Human Research Ethics Committee, responsible for institutional regulation of compliance with ethical standards
IOM	Integrated Offender Management Unit, Tasmania Prison Service
MCDS	Ministerial Council on Drugs Strategy, Australia
NCETA	National Centre for Education and Training on Addiction, Australia
NGO	Non-government organisation
NPM	New Public Management
PO	Probation Officer
PTSD	Post Traumatic Stress Disorder

RNR	The Risk-Need-Responsivity Model of offender rehabilitation
ROSC	Recovery-Oriented Systems of Care
RPC	Risdon Prison Complex, the co-located medium security and maximum security men's prisons in Tasmania Prison Service
SAMHSA	Substance Abuse & Mental Health Services Administration, United States
Section 42	A subsection of the <i>Tasmania Corrections Act</i> which denotes a type of day leave where prisoners can legally leave the prison and spend time in the community (with family, going to work, preparing for parole)
SMART	Self Management and Recovery Training, used to describe SMART Recovery voluntary self-help and mutual aid movement in Australia
SMSR	Sentence Management, Support & Reintegration Team, Tasmania Prison Service (formerly the 'IOM' or Integrated Offender Management Unit)
Tassie	A widely used abbreviation for the state of Tasmania
TPS	Tasmania Prison Service
TRG	Tactical Response Group
UTAS	University of Tasmania

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*'In normal life, we hardly realise how much more we receive than we give, and life cannot be rich without such gratitude. It is so easy to overestimate the importance of our own achievements compared with what we owe to the help of others'*

~ Dietrich Bonhoeffer, *Letters and Papers from Prison* (1944)

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